

INSTALLATION MANAGEMENT AGENCY

☆☆ LEADERS OF CHANGE ☆☆



BRIEFING TO:
West Region CHR Conference
September 1, 2004

MR. JOHN M. BROWN, CHR OFFICER, IMA



AGENDA



IMA - LEADING CHANGE FOR INSTALLATION EXCELLENCE



I. IMA OVERVIEW

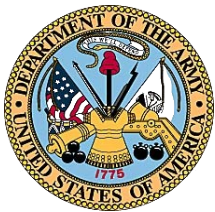
II. CURRENT INITIATIVES



WHAT IS IMA?



- **Field Operating Agency (FOA) Of The Office Of The Assistant Chief of Staff For Installation Management (ACSIM)**
 - **Culmination of TIM Initiative**
 - **Headquarters -- Crystal City**
 - **Seven Regions Worldwide**
 - **Activated 1 October 2002**
 - **Assumed Garrisons 1 October 2003**
 - **Realigning into Standard Structure (SGO) FY 05**
 - **People: ≈ 80,000 Strong**
 - **Budget: ≈ \$8 Billion**
- One HQ*



IMA VISION



The preeminent agency in the Department of Defense that produces highly effective, state-of-the art installations worldwide, maximizing support to the People, Readiness, and Transformation of an expeditionary force.

GOALS

- Manage installations equitably, effectively, and efficiently.
- Enable the well-being of the Army's people.
- Improve resource performance.
- Deliver superior mission support to all organizations.
- Develop and sustain an innovative, team-spirited, highly capable, service-oriented workforce.
- Develop IMA Strategic Communication Plan to tell IMA story.



IMA MISSION



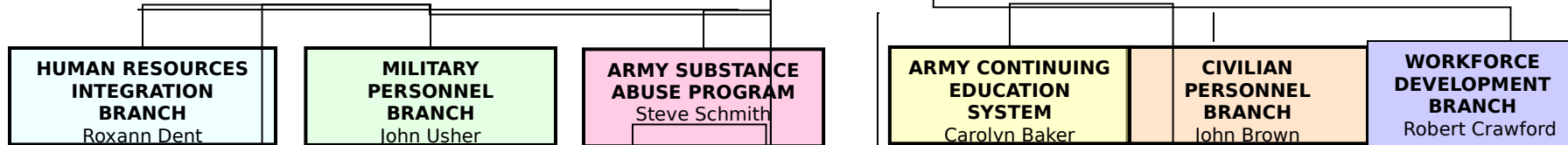
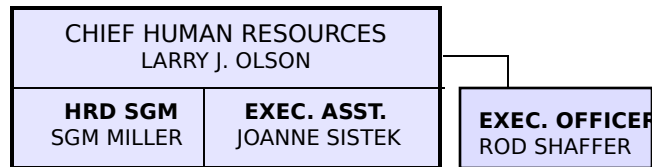
Provide equitable, efficient, and effective management of Army installations worldwide to -

- **Support readiness, mission execution, and transformation of an expeditionary force**
- **Enable the well-being of Soldiers, civilians, and family members**
- **Improve the infrastructure**
- **Preserve the environment**



HUMAN RESOURCES DIVISION BRANCH

FUNCTIONS



While HRDI is not directly responsible for these activities, its general function includes keeping up-to-date with the progress of these functions and their HR implications.

A-76 Circular/Third Wave
Activity-Based Costing/Activity-Based Management (ABC/ABM)
Army Baseline Services (ABS)
Area Support Responsibilities Working Group, AR 5-9
Army Management Staff College (AMSC)
Army Performance Improvement Criteria (APIC)
Army Stationing Installation Plan (ASIP)
AUSA
Army Leadership Notes (ALN)
Business Management Objectives (BMO)
Business Process Reengineering (BPR)
Common Levels of Support (CLS)
Contractor Support Requirements Evaluation
DDIMA/DIMA Turf Time
Director Human Resources (DHR) Structure
Director's Intent Chain Teaching
Garrison Commanders' Conference
Garrison Commanders Notes
Garrison Structure ReDesign
Government Purchase Card (GPC) Accountability
HRD Basic Briefings
HRD Budget
HRD Manpower Review
HRD Strategic Plan/Strategic Communication Plan
HRD Updates
HRD Website
HQDA Tracking System
Human Resources Integrated Process Teams (HRIPT)
Human Resources O&O Functional Reviews
Human Resources O&F Manual for HRD
IMA Annual Report
IMA Conferences Policy
IMA Human Resources Region Director Conferences
IMA Master Calendar/Organizational/Personnel Charts on AKO
IMA Newsletter
IMA Scorecard /Strategic Readiness System (SRS)
IMA Surveys
IMBOD Preparation and Taskers
Integrated Installation Management Database
Installation Management Command Roles & Responsibilities
Installation Status Report (ISR)
Management Control Plan (MCP)
Mission Garrison Transition
National Security Personnel System (NSPS) Input
Performance Management Review (PMR)
Real Property Master Plan
Reformulation of SMC/IC/GC Roles

SYSTEMS, PLANS, AND OPS
Allen Pegg

General Functions

Personnel Selection and Training
Voting Assistant
DIMHRS
Transaction Processing
Table Maintenance
System Administration
System Security
Database Mgmt.
Records Mgmt.
(Addressed Sep. O&O)
Data Input Control
Process (MILPAY)
Feedback Process (MILPAY)
Debt Collection (MILPAY)
DJMS Interface (MILPAY)
Customer Service
Support (MILPAY)
System Admin. Process
SIDPERS File Maint. Process
Personnel Data Process
Data Accuracy Process
SIDPERS Database Mgmt.
Systems Services Process

PERSONNEL SERVICES
Ken Echols

Personnel Records Process

Personal Affairs

Personnel Applications

Separations Services

Mortuary Affairs

Military Awards Process

In/Out Deployment Process

Well-Being Process

PERSONNEL MANNING
Luis Diaz

General Functions

Strength Accounting
Strength Reporting
Personnel Requirements
Personnel Selection and Training
Borrowed Military Manpower
Personnel Classification
Personnel Utilization
Officer Quality Mgmt.
Centralized Board Review
Personnel Development Process
Personnel Evaluations
Mobilizations
Redeployment
Leave Administration
Casualty Affairs
Reporting
Personnel Distribution
Command Assignments
Management
Personnel Promotions
Deployment
Demobilization
PERSTEMPO

In/Out Processing

ACAP Services

Band Support

Physical Fitness

Memorials and Gifts

Uniform Policy

Unit Support Process

Retirement Services

Substance Abuse Process

Heraldry Process

Military Pay and Benefits

Community Support Process

Trainee/Student Services

Document Control (MILPAY)

Unit Postal Opns. Process

Memorial Affairs

DEERS/CAC/ID Card Svcs.

Replacement Ops. Process

Reassignment Mgmt. Process

General Functions

Biochemical Program
Analysis and Evaluation
Oversight
Prevention and Training
Risk Reduction Program
Employee Assistance Program

General Functions

Execute ACES policy and funding.
Cross-level operational funds among regions.
Provide program and financial analysis.
Resolve ACES program issues.
Provide technical assistance.
Provide quality assurance for programs.
Provide training for ACES employees.
Evaluate ACES programs.
Provide cost and participation analysis.
Operational oversight of budget execution.
Serve as Career Program 31 Manager.
Oversee ACES staff development.
Conduct staff visits.
POC for ACES Installation
Report and Common Levels of

WELL-BEING
Keith Joseph

Recommend structure and services to facilitate Well-Being (W-B).
Recommend and incorporate processes essential to supporting W-B.
Create and integrate strategic communications plan.
Analyze and integrate constituent feedback to improve W-B services.

NAF
Linda Rody

General Functions

Staffing/BBA
Bonus and Awards
Guidance
Pay setting guidance
Workforce effectiveness
Evaluation of Personnel
Management and Admin.
MDCPDS
NAF Training Curriculum
Personnel
Labor Contract Review
Classification Guidance
Standard PG
VERA VSIP
Position Management

Labor/Mgmt/ Employee Relations
Mark Sayko (EOD 9/20)

General Functions

Lead Program Evaluation
Grievance & Appeals
Awards-Cash & Honorary
Work Schedules
Employee Assist. Programs
Labor Contract Review
Unfair Labor Practice
Changes
Work Force
Communications
Labor Negotiations
Guidance

General Functions

Senior Service Schools
Career Program Mgmt
Leadership Development
Skills Training
Career Intern Program
ACTEDS Training
ATLOP (Civ.)
DLAMP

Staffing
Don Magee

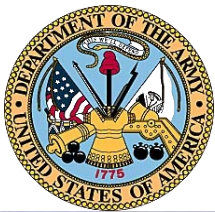
General Functions

Staffing Guidance
Workforce Reshaping
Reduction in Force
VERA/VSIP
Standardized Recruitment Policies
Standardized RESUMIX Policies
MDCPDS for Appropriated Fund
Evaluation of Personnel
Management and Admin Staffing Plan / Strategies

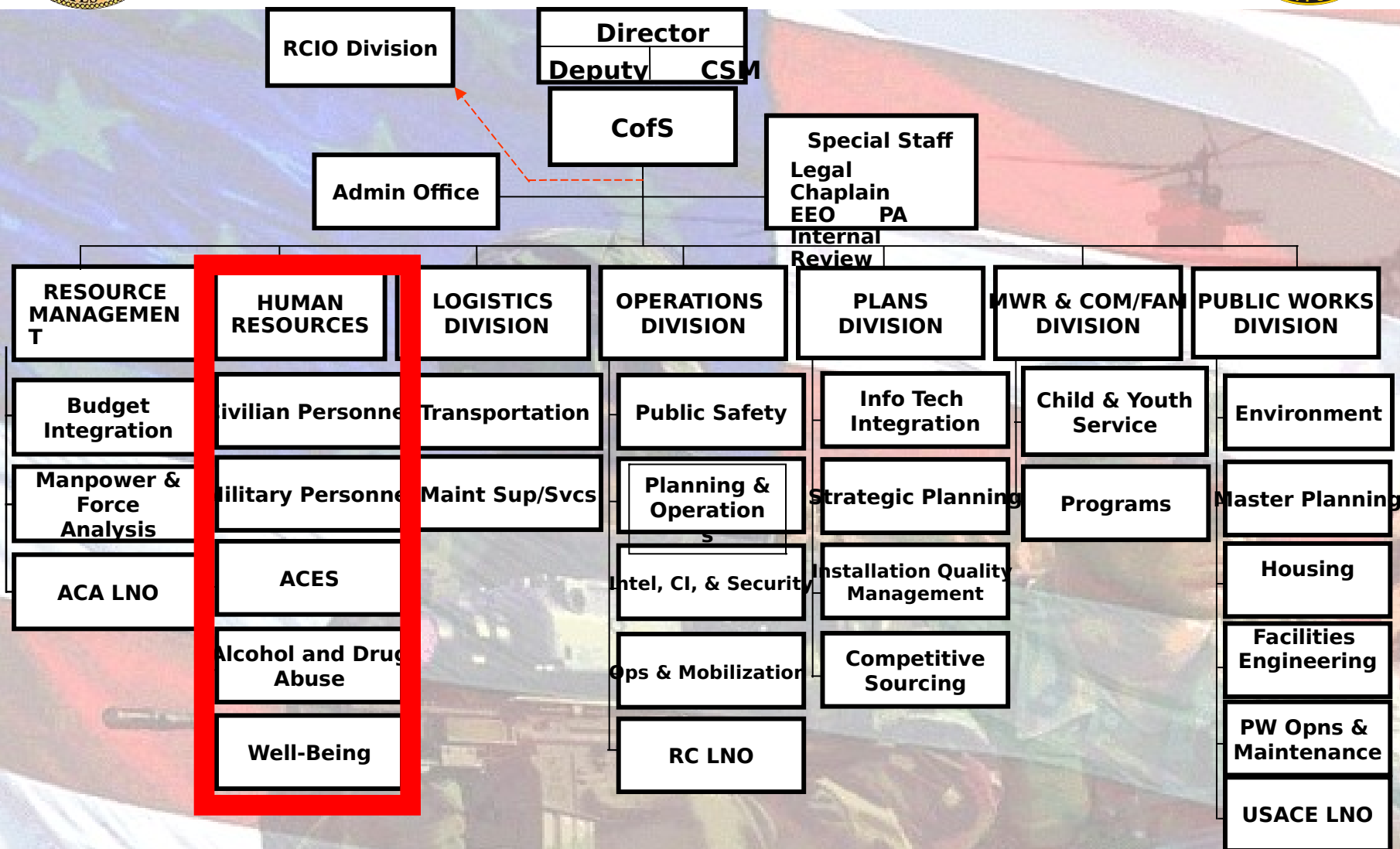
Classification
Rita Orona (EOD 9/20)

General Functions

Classification Guidance
Standard Job Descriptions
Alignment Studies
Position Management Advice (ICW RM)
A-76 Reviews

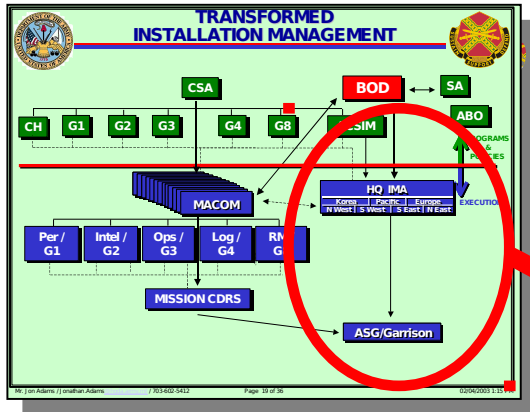


IMA REGION ORGANIZATION





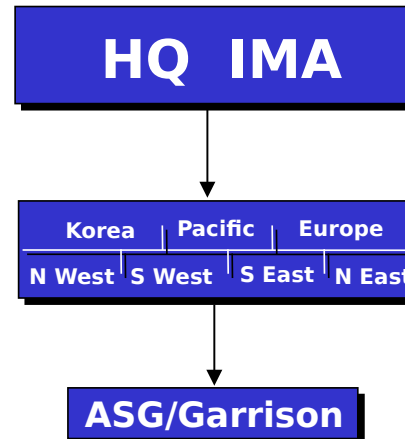
ROLES



THIS



NOT THIS





IMA HR - HQ, 7 REGIONS, 184 INSTALLATION



HQ
HRD: Larry Olson
CPB: John Brown
WFD: Bob Crawford

NORTHWEST
HRD: Steve Crawford
CPB: Al Pagliarello

NORTHEAST

HRD: Karen Perkins
CPB: VACANT

SOUTHWEST

HRD: John Mitzel
CPB: Manny Rodriguez

SOUTHEAST

HRD: Buck Buchanan
CPB: Diann Batts

PACIFIC

HRD: Jeff Okazaki
CPB: Colleen Aragon

Overseas: EUROPE

*Interim

KOREA

HRD: Fred Lang
CPB: Mary Griffin-Bales

HRD: Bob Schoffman
CPB: Frank James

Region HQs /
Director Locations
NE: Ft Monroe
SE: Ft McPherson
NW: Rock Island Ars
SW: Ft Sam Houston
Europe: Heidelberg
Pacific: Ft Shafter
Korea: Yongsan

Tokyo/Yokohama
Akizuki/Kure
Zama/Sagamihara

Fort Shafter
Schofield Barracks

Okinawa



IMA GARRISON MISSION



- **COMMAND, CONTROL, AND OPERATE GARRISON TO SUPPORT AND ENABLE MISSIONS AND READINESS OF STATIONED UNITS AND CARE FOR PEOPLE**
- **CONDUCT DAILY OPERATIONS TO PROVIDE INSTALLATION SUPPORT TO MISSION COMMANDERS**
- **MAINTAIN AND IMPROVE INSTALLATION SERVICES, INFRASTRUCTURE AND ENVIRONMENT**
- **PLAN FOR AND, ON ORDER, CONDUCT CONTINGENCY OPERATIONS**
- **MAINTAIN GARRISON OPERATIONAL AND SITUATIONAL AWARENESS**
- **MAINTAIN LIAISON WITH MISSION COMMANDERS AND LEADERS**



G1/CHRA LINKAGE TO INSTALLATION

HRD CHIEFS /CPACs



G1 POLICY:

POLICY/PROGRAM GUIDANCE & CPAC RESOURCES

- ARs / DA PAMs

CHRA PROPONENTS:

- STANDARDS AND PROCEDURES
- REPORTING REQUIREMENTS

HQ IMA:

- OPERATIONAL LINK TO POLICY MAKERS AND CHRA PROPONENTS - SUPPLEMENTAL POLICY
- PERSONNEL MANAGEMENT POLICY & ADVICE

IMA REGIONS:

- COMPLIANCE WITH STANDARDS
- PERFORMANCE MEASUREMENT
- ADVOCATES EQUITABLE, EFFECTIVE, AND EFFICIENT DELIVERY OF CIVILIAN PERSONNEL ADMINISTRATIVE SERVICES ACROSS ALL GARRISONS

IMA GARRISONS: CPACs ASSURE DELIVERY OF CIVILIAN PERSONNEL SERVICES IAW G1 & IMA POLICY AND CHRA PROPONENT GUIDANCE

- GC RATES CPAC CHIEF
- MANAGEMENT/EMPLOYEE RELATIONS SERVICES
- WORKFORCE DEVELOPMENT SERVICES
- LABOR RELATIONS SERVICES
- NAF CIVILIAN PERSONNEL SERVICES
- POSITION CLASSIFICATION ADVISORY SERVICES
- RECRUITMENT & PLACEMENT ADVISORY SERVICES
- BENEFITS & ENTITLEMENTS ADVISORY SERVICES
- AWARDS & RECOGNITION SERVICES



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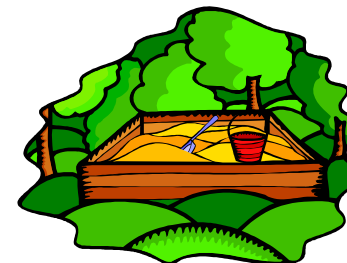


ASAP

CPAC

ESO

MPD





SGO REALIGNMENT



- **1st PP FY 04 – Transfer of garrisons from MACOMs to IMA**
 - Transferred “as is”

- **FY 05 – All garrison positions & employees to realign into SGO 2d - 4th QTR**
 - To be realigned “as is”
 - Will develop time-phased schedule ICW CHRA, IMA Regions, and garrisons
 - Will require new Table 30s first



SGO CIVILIAN GRADES



GARRISON KEY POSITIONS

- **Deputy to Garrison Commander**
- **RMO & division chiefs (completed sep 03)**
- **DPW (completed mar 04)**
- **DPW division chiefs**
- **DHR ("DHSS") & DIVISION CHIEFS (LESS CPACs)**
- **DPTMS & division chiefs**
- **DPS & division chiefs**
- **MWR & division chiefs**
- **DOL & division chiefs**
- **DOIM & division chiefs**
- **PAIO (completed jul 04)**
- **Garrison Admin Office (completed Aug 04)**
- **Garrison mgt & control offices, e.g. RM, Admin, etc.**
- **Installation support offices, e.g. EEO, IR, etc.**
- **All SPDs drafted & w/IMA functional management for review & development of proposed grade "spread"**
- **Along the way or later on - "Low Hanging Fruit" - Plumbers, Carpenters, 326's, etc.**



MILITARY TO CIVILIAN CONVERSIONS



- **IMA Total: 3,311**
 - **FY 04: 694 authorized to fill**
 - **FY05: 1,701**
 - **KORO & EURO on hold (916)**
- **One for one conversion: Still solid**
- **CHRA - CPOC-CPAC support crucial**
- **Projected civilian classifications ICW CHRA but garrisons authorized to substitute via RPAs/Gatekeeper**



IMA CIVILIAN PERSONNEL POLICIES



Significant Milestones:

- **IMA initiated action to obtain personnel authorities Apr 03**
- **AASA delegated certain authorities to ACSIM Sep 03**
- **ACSIM delegated authorities to DIMA Dec 03**
- **DIMA guidance “Power Down” on most authorities Feb 04**
- **HQIMA developed draft policies Mar 04**
- **HQIMA/Region workshop Apr 04**
- **HQIMA & Region final review of policies Jun/Jul 04**
- **Final policies issued Jul 04**
- **“Second Wave” of policies next Aug-Dec 04**



PUBLISHED CIVILIAN PERSONNEL POLICIES



Issued July 2004

- **Advance in-hire rate**
- **Appointment of retired members of the armed forces**
- **Bring positions & employees into the competitive service**
- **Centrally funded intern agreement waiver**
- **Civilian academic degree training**
- **Civilian recruitment, relocation, & retention incentives**
- **Civilian training approval authority**
- **Obtain RIF & TOF approval**
- **Obtain VERA & VSIP approval**
- **Overseas employment - LQA, FTA, TQSA, SMA**
- **Overseas tour extension beyond 5 years**
- **Position classification & job grading authority**
- **PCS**
- **Recruitment and selection**
- **Repayment of student loans**
- **Restoration of forfeited annual leave**
- **Training agreement with TIG waiver**

TOTAL 17



IMA CIVILIAN PERSONNEL POLICIES



The “Second Wave”

- **Special salary rate processing**
- **Senior service school graduate placement**
- **Military to civilian conversion processing**
- **Career intern placement**
- **Payment for professional credentials expense**
- **30 day VEOA waiver**
- **Home marketing incentive**
- **Position management (joint RM/HR proponents)**
- **Position classification appeals**
- **And more to come . . .**

TOTAL 9



INSTALLATION MANAGEMENT AGENCY



“Sustain, Support and Defend”